Government of the District of Columbia

THE DISTRICT OF COLUMBIA DEPARTMENT OF

Employment Services

"Employing People . . . Securing Futures"

2001 Annual Report

Anthony A. Williams, Mayor Gregory P. Irish, Director December 20, 2001



Mission Statement

The mission of the Department of Employment Services is to plan, develop and deliver employment-related services to all segments of Washington, D.C.'s population. We achieve our mission through empowering and sustaining a diverse workforce, which enables all sectors of the community to achieve economic and social stability.

Vision Statement

The Department of Employment Services' number one priority is customer success. Our comprehensive employment services ensure a competitive workforce, full employment, life-long learning, economic stability and the highest quality of life for the citizens of the District of Columbia.



Table of Contents

Agency Mission and Vision Statemen	its 1
Message from Director Gregory Irisl	h 2
Expanding/Modernizing DOES Facilities	lities 3
Virtual One-Stop Case Management	System 5
Project Empowerment	6
Apprenticeship/Pre-Apprenticeship	8
Labor Standards	10
DOES Staff Development	11
Special Initiatives	12
Legislative Initiatives	13
Labor Market Information	14
Youth Programs:	15
Passport-to-Work	
Youth Opportunity Grant	
School-to-Careers	
Unemployment Insurance	18
Awards/Recognition	19
Strategic Planning	20
Performance Data (b	ack inside cover)



A Message from the Director



"Employing People . . . Securing Futures"



Fiscal Year 2001 has been both a fruitful and challenging one for the Department. Our employees have worked collaboratively to provide critical workforce development/ employment-related services to thousands of residents of the District of Columbia and its surrounding jurisdictions, while involved in the long-awaited relocation of our headquarters operations and Labor Standards programs to newly renovated sites in the Northeast sector of the city. I am truly proud of the hard work and commitment demonstrated by the DOES family throughout the year and especially during this period in which we continued to operate with minimal disruption to services vital to the economic livelihood of our community.

The city's future prosperity depends upon the energy and flexibility of a well-prepared workforce. Mayor Williams' economic development, education, and workforce development policies support our efforts to provide residents with access to the training and job preparation resources needed to prepare them for successful employment in today's challenging and competitive workforce. Critical to achievement of this goal is the continued expansion of

The city's future prosperity depends upon the energy and flexibility of a well-prepared workforce."

our One-Stop Career Center system, DC Networks, which provides comprehensive workforce development services to job seekers and employers through a network of full service and satellite facilities located throughout the city. During 2001, we opened two new full-service and satellite sites that offer quality workforce development services to our community.

As the year ended, we were faced with the devastating economic impact of the September 11 terrorist attacks. We have witnessed surges in unemployment that

Mayor Williams is steadfastly committed to restoring stability to the lives of those workers impacted by the attacks."

have resulted from a downward spiraling in the tourism/hospitality and related industries. As a consequence, many residents of the Washington metropolitan region are struggling to cope with the challenges associated with job loss.

The department has been proactive throughout this period, taking steps to address these challenges by proposing special legislation to offer expanded unemployment benefits to those impacted by the terrorist attacks and to work in partnership with both local and regional organizations, including the Department of Human Services and the Metropolitan Washington AFL-CIO, to provide comprehensive supportive services to this population. Mayor Williams is steadfastly committed to restoring stability to the lives of those workers impacted by the attacks. Consequently, our commitment to this effort will continue as long as the economy negatively impacts the self-sufficiency of our citizens.

Gregory P. Irish
Director

Gregory P. Irish

Expanding and Modernizing Departmental Facilities

The economic and social future of the District will be greatly influenced by the quality and productivity of its workforce. In order to continue to attract and retain "new economy" business investment, the District must make a substantial and persistent commitment to developing its human resources and eliminating the "skills gap" which plagues local employers looking for literate, trainable, and competent workers. The Department of Employment Services has a primary role to play in this effort.

As stated in the first sentence of our Mission Statement, "develop(ing) and deliver(ing) employment-related services to all segments of the Washington D.C. Metropolitan population" is the fundamental objective of the department. The framework through which the department delivers workforce development services to its customers is the One-Stop Career Center system. This system, established pursuant to the Workforce Investment Act of 1998, is based on the principles of universality, accountability, flexibility, streamlined services, and individual empowerment. The system offers a range of services designed for specific customer groups which can be accessed at a One-Stop site or through "technological networks."

In FY 2001, the department made significant progress in expanding its One-Stop Career Center system, improving its physical facilities, maximizing resources, and integrating services through technological

improvements and upgrades. As a result, our customers are enjoying increased convenience and more comprehensive workforce development services. The initiatives completed in FY 2001 that marked this important progress in service delivery included:

The Franklin Street One-Stop Career Center, located at 1500 Franklin Street, N.E., is the department's newest and largest center. This "flagship" center, which opened on July 25, 2001, was designed and developed on a "partnership model" with 13 organizations and agencies working collaboratively to deliver specialized services to meet a broad range of customer needs. Some examples of how these partnerships act as 'service multipliers" include:

- America Works provides comprehensive job readiness and job placement services to District residents who qualify for Temporary Assistance to Needy Families (TANF) benefits or are non-custodial parents of children receiving TANF benefits.
- The Columbia Lighthouse for the Blind assists blind and visually-impaired customers to obtain suitable employment, vocational training, or other pertinent employment-related or supportive services. To facilitate service delivery, the center is equipped with state-of-theart auxiliary aides to enhance services for the visually impaired.

- assists customers who are seeking temporary employment opportunities. By capitalizing on on-the-job experience and employer-provided training, many customers turn these temporary opportunities into permanent employment with long-range career potential.
- The Potomac Job Corps Center provides residential and non-residential employment preparation services to young adults through one of America's most effective job training programs.

Other partners operate programs that assist disabled individuals to find employment and live independently, offer employment and training in health-related occupations, assist senior citizens to find suitable employment opportunities, provide a wide range of services to veterans, and provide educational services including technical career training and assistance in securing financial assistance for post-secondary education.

The Business Improvement District (BID)
One-Stop Career Center, located at 645
G Street, N.W., opened on November
7, 2001. Like the Franklin Street
center, this facility operates on a
partnership network design in order
to provide expanded services to
homeless customers. Among the 10
partners joining with the department
at this site are:

(continued on page 4)

Expanding and Modernizing Facilities—continued from page 3

- The Downtown Services Center (DSC) is our primary partner at this site with responsibility for facilitating and coordinating the services and activities of many of our other partners. DSC provides an Executive Director, Case Manager, and VISTA volunteers to manage referrals and customer relationships among the other providers. DSC also provides meeting space, telephone service, data processing, copier, and fax support to the partners.
- The Addiction, Prevention, and Recovery Administration (APRA), a component of the Department of Human Services, conducts intake and assessment of customers with substance abuse problems and determines eligibility for detoxification and inpatient treatment services. APRA also provides intensive employment-related services to customers who are in recovery.
- The Salvation Army provides staff to conduct intake and assessment for its Harbor Lights treatment program. It also provides crucial supportive services assistance in the areas of housing, clothing, food, and transportation to help the homeless to become job ready.
- Unity Health Care provides a Physician's Assistant onsite three mornings a week to provide basic health care services, diagnostic services, and referral to more specialized care, when appropriate.

Other partners at the BID Center provide short-term shelter services,

transitional housing assistance, nutritional services, and legal services.

The CVS Pharmacy/South Capitol Street **One-Stop Career Center,** located at 4049 South Capitol Street, S.W., opened on January 25, 2001. Under development for more than a year, this public/private partnership is the first of its kind in the nation. Designed as a regional job training facility and career center, it offers customers access to employment opportunities as well as customized training and apprenticeships in the Pharmacy Technician and Photo-Lab Technician trades. The center has already hosted visitors from other state governments and foreign countries eager to observe the center's workforce development innovations.

The D.C. General One-Stop Career Center was opened in June of 2001 with the mission of assisting more than 1,800 D.C. General employees who were displaced by the hospital's closure. The creation of this center is the most recent element of a multi-faceted effort, led by Mayor Anthony A. Williams, which began in August of 2000. The center grew out of the D.C. General Career Transition Resource Center which opened in December of 2000. This center provided career counseling; job search workshops; and space, materials, and equipment (computers, telephones, and fax machines) for the use of displaced employees. In June of 2001, the department won a \$876,573 National Emergency Grant from the U.S. Department of Labor which helped to fund this full-service Career Center. This facility will continue to provide comprehensive employment services to displaced D.C. General staff until all achieve

their retraining and re-employment goals.

Relocation of Headquarters and Labor **Standards Operations** – In addition to expanding the One-Stop Career Center system by establishing the centers cited above, the department also substantially improved its service delivery capability by closing operations at its 500 C Street, N.W. headquarters site (the Employment Security Building) and its Labor Standards complex on Upshur Street, N.W. The District had been working for years to negotiate a solution to the disposition of the Employment Security Building located in the highprofile Pennsylvania Avenue Development area. This complex matter was finally resolved in FY 2000, and the department located a suitable site for its headquarters operations at 77 P Street, N.E. The department had also been seeking a new site for its Labor Standards operations which was housed in totally inadequate facilities on Upshur Street, N.W.

On June 28, 2001, the department officially opened its modern, state-ofthe-art facility at 77 P Street, N.E., which now houses both Administrative Headquarters and Labor Standards operations. Concurrently, the Office of Unemployment Insurance and a number of our Workforce Development programs, including youth services, employer services, apprenticeship, and welfare-to-work services, were relocated from the Employment Security Building to offices located at 609/625 H Street, N.E. As with the 77 P Street, N.E. site, this facility offers more professional, customer-friendly service areas and offices as well as an enhanced technological infrastructure.

Virtual One-Stop System:

Using Technology to Link Job Seekers to Workforce Development Resources

The department's Virtual One-Stop (VOS) system provides the electronic network that links the individual One-Stop Career Centers into an integrated structure. It has been designed to provide a web-based tracking, reporting, and case management system for use by staff as well as customers. It was implemented on March 1, 2001, and continues to be expanded and enhanced based on feedback from users. Virtual One-Stop allows individuals seeking job and training assistance to self-register; prepare resumes online which can be printed, downloaded, or e-mailed to employers; search for vocational training by provider or by program; obtain labor market information such as the average wage, skill requirements, and projected employment levels of a particular occupation; research individual employers; and much more

Employers are able to post job openings, review resumes online, and schedule job interviews without any staff intervention or assistance. Training providers can apply online for Workforce Investment Act (WIA) certification and post information about their course offerings including cost, length of training, qualifications of instructors, schedules, and certification status so that customers can review and compare training programs offered by various providers. They can also enter their performance information online. Both employers and training providers are able to do immediate, real-time updates to their

own information online when appropriate, without having to engage departmental staff.

VOS allows staff to report and centrally track services to an individual from all of the department's programs, send e-mail to customers, schedule appointments, and complete a common intake application. It incorporates and replaces numerous stand-alone mainframe and PC-based databases previously in use by the department and the multiple employment and training programs it operates. VOS also provides a userfriendly self-service component for use by service seekers, local employers, and training providers and the capability for outside agencies and partner organizations to both use and report into the system.

The capability for Unemployment Insurance (UI) claimants to do online investigation of their claim payment information was recently added to VOS. This feature will be followed shortly by providing employers with the capability to do online investigation of their UI tax payment status.

In the near future, VOS will be expanding, adding several additional modules, including one for use with Project Empowerment, the department's Welfare-to-Work program, which will involve interagency coordination with the Department of Human Services. We will also add modules for tracking all youth programs, including the SummerWorks program, and providing a real-time interface with the department's UI system which will allow VOS to serve as the "front door" for all intrastate UI claims. Finally, we will implement a Spanish-language version of VOS which will permit customers to use the system in either Spanish or English.



Expanding Welfare-to-Work Services:

Implementing Project Empowerment

The enactment of the Personal Responsibility and Work Opportunity Reconciliation Act of 1996, which established the Temporary Assistance to Needy Families (TANF) program, and the Balanced Budget Act of 1997, which established the Welfareto-Work (WtW) program, marked the beginning of a national commitment to reform and overhaul the welfare system. Central to this reform program was the "work first" philosophy which stressed attitudinal changes among public assistance recipients, workforce preparation services, and a focus on moving recipients from dependency to longterm economic self-sufficiency through work and career advancement.

In the District, the Department of Human Services (DHS) and this department began a coordinated effort to construct a local system to effectively meet the goals and objectives stipulated by the TANF and WtW programs. With DHS bearing the major responsibility for establishing a TANF program, this department began employing a variety of approaches to providing services under the WtW program, beginning with APEX and Project ARISE. During late FY 2000 and early FY 2001, we instituted an intensive planning and development effort to create a successor program to improve on Project ARISE and offer a broader range of services employing a more focused and effective service-delivery system.

The result of this planning effort, Project Empowerment, was put into full-scale operation on April 1, 2001. Project Empowerment is a comprehensive, multicomponent program. It begins with participant referral, outreach, recruitment, eligibility determination, and intake. This is followed by orientation and pre-employment assessment during which barriers to employment are diagnosed and a specifically-tailored employability plan is devised for each participant. An intensive job readiness module and needed supportive services are provided and participants are enrolled in an appropriate activity or service option, such as subsidized work experience, basic education, or vocational training, to begin their journey to employability and success.

After completing the prescribed activity or service options and becoming job-ready, participants enter the job search component until unsubsidized employment is secured. After placement, job retention services and personalized follow-up services continue for at least one year. All of these components are tied together through a continuous regimen of case management and job coaching which provides participants with the encouragement, instruction, moral support, work ethic development, and

discipline they need to become self-sufficient.

Central to the success of *Project* Empowerment is the strong partnership network which has been established and nurtured. Foremost among our partners is DHS. DHS leads in setting the District's overall welfare reform philosophy, provides TANF funding to supplement our WtW resources, refers TANF recipients targeted to receive intensive WtW services, provides crucial child care services, and coordinates the efforts of major contractors and other service providers. Other District departments and agencies are also on the team. The Departments of Public Works and Parks and Recreation provide work experience opportunities and supervision; the Department of Health provides substance abuse screening, diagnosis, and treatment through its Addiction Prevention and Recovery Administration as well as onsite physical examinations and health screening services; the State Education Agency/University of the District of Columbia provides adult basic education, literacy, and GED preparation services; and the District of Columbia Housing Authority provides services to ameliorate substandard shelter and homeless problems.

We have also brought in several community-based and private-sector partners to supplement and expand the

(continued on page 7)

Expanding Welfare-to-Work Services:

Implementing Project Empowerment-continued from page 6

range of services available to our participants. Davis Memorial Goodwill Industries and STRIVE, D.C. offer comprehensive programs to assist non-custodial parents, exoffenders, and other individuals needing more structured and disciplined environments to succeed; the Virginia Employment Commission provides job development and job placement services to assist participants to find work in the fast-growing suburban Virginia labor market; the Prince George's Workforce Services Corporation provides similar job search and job placement services in suburban Maryland as well as a program to capitalize on the temporary placement market to give participants an entry point to the workforce; and Marriott International provides training and employment in the hospitality industry through its acclaimed Pathways to Independence program.

Since its implementation in April, *Project Empowerment* has proven that a program based on sound operational principles, a multi-component structural design, and a dynamic network of partners can bring success to even the hardest-to-serve welfare recipients. We have continued to build the program; revising, refining, or adding elements as we learn what

works best. Initiatives adopted since program implementation include enhanced job coaching services to make the work experience component more effective; a redesigned job readiness curriculum to provide participants with basic workplace skills; expanded non-custodial parent services through a partnership with the Court Services and Offender Supervision Agency; Incentive Bonus Payments and Individual Development Accounts to bolster unsubsidized placement and job retention rates; interagency workgroup meetings to strengthen and energize our partnership system; and worksite supervisor training to improve the operation of our work experience component.

As we move into FY 2002, we will continue to refine and improve *Project Empowerment*. The economic repercussions brought on by the tragic events of September 11th will increase the difficulty of locating suitable unsubsidized placement opportunities for our customers. Many participants are fast approaching their benefit cutoff date and will need more focused assistance to manage this significant transition. Accordingly, we will maintain our forward-looking approach and work with our partners to meet the challenges that lie ahead.



My employee retention rate is higher through Project Empowerment than it has been with any other program. This program gives job seekers the support and training they need to successfully enter the workforce.

Michael S. Truppner Vice President, Securpros-Security Protection Services, Inc.

Offering Innovative Training Options Through the District's Apprenticeship System

In FY 2001, the department placed increased emphasis on developing expanded, innovative apprenticeship programs. We see apprenticeship as perhaps the most effective training model. It links trainees directly with skilled, experienced journey workers who teach occupational skills through hands-on, one-on-one instruction, reinforced through intensive classroom training. In addition, apprenticed occupations are usually unionized, offering outstanding wage and fringe benefit packages and opportunities for career advancement. Among the department's apprenticeship initiatives during FY 2001 were:

■ Pre-Apprenticeship Training -

The department has faced a longstanding barrier to enrolling District youth in apprenticeship programsour youth have too often lacked the academic preparation and workplace skills to qualify for available apprenticeship opportunities. The pre-apprenticeship programs provide the structure, guidance, and educational remediation our youth need to successfully enter formal apprenticeships. This year, preapprenticeship programs were established with the Electricians. Plumbers, and Sheet Metal Workers unions. In addition, a Multi-Craft Pre-Apprenticeship Program was instituted in partnership with the Laborers, Cement Masons, and Bricklayers unions. More than 90 District youth entered pre-apprenticeships last year, earning \$9 to \$11 upon completion.

■ The Step-Up Apprenticeship

Program - This program, the first of its kind in the nation, provides opportunities for economically-disadvantaged District residents to receive skilled trades and craft training and educational remediation while employed on commercial

construction sites covered by the Davis-Bacon prevailing wage law, such as the District's new Convention Center. Participants earn \$8 per hour plus fringe benefits while in the Step-Up program and are guaranteed placement in formal apprenticeship programs upon successful completion. This program has received recognition and recommendation for national replication from the U.S. Department of Labor, the National Association of Workforce Boards, and the Interstate Conference of Employment Security Agencies. Last vear, 56 District residents enrolled in Step-Up, 16 of whom have already transitioned to formal trade union apprenticeship programs.

■ Apprenticeship Degree Program

- The department entered into a partnership with Local 99 of the Stationary Engineers Union and the University of the District of Columbia (UDC) to establish the Apprenticeship Degree Program. Open to high school graduates and GED holders, this program will allow participants to pursue

their journey worker completion certificates while simultaneously earning an Associate Degree from UDC. Last year, 20 District residents enrolled in this innovative program.

Child Care Development Specialist Apprenticeship Program

- The Office of Apprenticeship partnered with the Department of Human Services' Office of Early Childhood Development to successfully seek a \$340,000 Child Care Development Specialist Apprenticeship grant from the U.S. Department of Labor, one of only 10 grants awarded nationwide. Twenty District residents have been enrolled in this program, receiving hands-on training with certified childcare providers while receiving related instruction at UDC and earning credits toward an Associate Degree.
- New Program Development The Office of Apprenticeship successfully negotiated apprenticeship standards for Elevator Constructor

(continued on page 9)

Offering Innovative Training Options Through the District's Apprenticeship System-continued from page 8

with Local 10 of the International Elevator Constructor Union, the first State Apprenticeship Council to approve standards for this occupation. We also negotiated standards for Sprinkler Fitter with Local 669 of the Sprinkler Fitters Union, the first time that this union will operate a registered apprenticeship program in the District. These two important initiatives will open new opportunities for District residents to train for these high-wage, high-skilled occupations.

■ High School Apprenticeship Linkage - The Office of Apprenticeship developed a partnership agreement with Local 26 of the International Brotherhood of Electrical Workers and Calvin Coolidge Senior High School that will create a program to expose high school students to the apprenticeship training system and encourage them to view apprenticeship as a viable career option. We will be making efforts in FY 2002 to expand this program to additional schools and bring additional trade and craft unions into this partnership. Negotiations have already been held with 14 unions, most of whom have shown an interest in participating.



Right now, as apprentices, we're learning the technical skills we need to get a Masters License. After that, we can become business owners and contract with the union.

Marcus Moss and Connie Connolly Electrician Apprentices, IBEW Local #26

Protecting and Compensating Workers Through our Labor Standards Programs

The department's Labor Standards Bureau is responsible for administering programs to compensate workers who have suffered workplace-based injuries or illnesses, to assure that individuals working in the District are guaranteed the protection of wage and hour legislation, and to provide for the enforcement of occupational safety and health measures. In FY 2001, the Bureau undertook several important initiatives to achieve these objectives:

- A draft **Emergency Action Plan** was prepared which established a detailed process for effectively responding to major emergency situations. In the aftermath of the events of September 11th, the plan was shared with other District departments and agencies as a template to assist them in developing their own plans. The plan was also made available to small employers in the District who participate in the department's On-Site Consultation Program.
- A **Stakeholders Workgroup** was established by the Office of Workers' Compensation. Composed of representatives from the Bureau, the Office of the General Counsel, and the claimant and defense bars, the objective of the workgroup is to develop a series of tangible improvements to the workers' compensation system, focusing on initiatives which will make the system more effective and convenient for the customer.
- The Hearings and Appeals Examiner position was reclassified to that of **Administrative Law Judge** in order to facilitate the recruitment and retention of qualified candidates for this important position, to properly compensate individuals in this job category, and to enhance the efficiency and productivity of the Office of Hearings and Adjudication.

Enhancing the Skills of our Employees:

Staff Development

The department's senior management team strongly believes that a comprehensive program of staff training and employee development is a prerequisite to achieving the department's mission and providing truly effective customer services. Accordingly, the department sponsored several major staff development initiatives during FY 2001:



■ Career Development Facilitator (CDF) Training - Perhaps the most important services provided by the department are the workforce preparation and job placement services which assist unemployed and underemployed individuals to successfully enter the labor force, improve their skills, and achieve career advancement and a higher standard of living. The CDF training module was designed to improve the skills and abilities of the department's "foot soldiers" - those Case Managers, Job Developers, and Manpower Development Specialists who are on the front line delivering direct, one-on-one services to job-seeking customers. The CDF training is a college-level course requiring 120 hours of class participation. It focuses on developing and enhancing crucial employment counseling competencies such as Case Management and Assessment, Serving Diverse Populations, and Training Clients and Peers. To date, 30 specialists have completed the training.



- Media-Minded Workshop for Senior Managers This training was provided to the senior management team in order to assure that the department is able to effectively transmit its message to the public. Focusing on effective media relations, presenters at this training included Arch Lustberg, an acknowledged leader in this field; Lydia Sermon, formerly the Director of the Mayor's Office of Communications; and Valca Valentine, the Public Information Officer at the D.C. Department of Health.
- Specific Skills Development Training The department provided staff with a wide-ranging menu of training modules to address discreet instructional needs. Among the areas covered were: the Workforce Investment Act (WIA) legislation, the Virtual One-Stop System, Lexis-Nexis, telephone techniques, effective writing, cultural diversity, customer service, federal bonding, and computer applications.

Special Initiatives That Enhance Service Delivery

- An innovative private-sector awareness campaign to promote both the Welfare-to-Work and the Work Opportunity

 Tax Credit Programs was developed and implemented. This campaign featured an "E-post card" which allowed access to tax credit information and forms and a link to the department's website with the click of a mouse. A promotional Compact Disk was also produced and sent to employers.
- In June, the department joined with the U.S. Department of Labor to co-sponsor the 21st Century Workforce Job Fair and Summit. This event provided both job seekers and employers with a venue to come together, with a focus on businesses and occupational areas which promise accelerated growth in the new century. The department aggressively promoted the event, with significant advertising and a major push to reach Spanish, Vietnamese, and Chinese-speaking populations. A live remote telecast from the department's South Capitol Street/CVS Pharmacy One-Stop Career Center was held during the summit.
- In FY 2001, the department sought and received a **Special Alien Labor Certification Grant** of \$100,000 from the U.S. Department of Labor. An amendment to Section 245(i) of the Immigration and Nationality Act (the Legal Immigration Family Equity Act of 2000) created a three-month window of opportunity to secure legal immigrant status and resulted in a spike of 1,800 additional applications to the department for permanent labor certification. The grant allowed the department to hire a temporary Immigration Analyst and fund overtime costs which enabled us to address the one-time caseload increase and meet our obligations to individuals seeking to legalize their immigration status.
- In FY 2001, the department took positive steps to support Mayor Williams' commitment to join the Bush Administration's Faith-Based Initiative. We conducted aggressive recruitment efforts to bring faith-based organizations into our universe of Workforce Investment Act (WIA) training providers. After identifying faith-based organizations with the potential to offer effective training and educational services, we provided them with specialized technical assistance to facilitate their movement through the preferred service provider certification process. Among the organizations that became part of our service provider network in FY 2001 were D.C. Citizens for Positive Change, the Zion Baptist Church, and the Hereafter Family Foundation. Among the services that these organizations are providing to WIA-qualified District residents are: job readiness and vocational skills training; literacy, GED, and English-as-a-Second Language instruction; case management and counseling; and a wide variety of supportive services including shelter and housing assistance, nutritional programs, substance abuse counseling and treatment, child care services, and transportation assistance.
- Access to Jobs is a regional transportation program funded through a grant from the Federal Transit Administration and matching funds from partner agencies including D.C. Department of Employment Services, the Fairfax County Department of Family Services, the Virginia Department of Human Services, and the Metropolitan Washington Council of Governments.

Access to Jobs, through trip brokerage, offers transportation to job opportunities beyond the reach of many workers, especially those making the transition from public assistance to jobs and economic self-sufficiency. Community-based organizations and case management staff at governmental social service agencies refer customers to the Department for certification of eligibility. It provides transportation to employment locations inaccessible by public transportation to low-income individuals and welfare/Temporary Assistance to Needy Families recipients. By reservation, the service is available 24 hours a day, seven days a week at no cost to the users.

Legislative Initiatives

In FY 2001, the department was involved with the passage or implementation of the following legislation:

- The Information Technology Apprenticeship Amendment Act of 2000 (D.C. Law 13-257) This legislation was enacted to increase the number and quality of apprenticeship opportunities available to District residents. It requires that information technology contractors who receive contracts from the District government totaling \$500,000 or more during any 12-month period must register an apprenticeship program with the D.C. Apprenticeship Council.
- The Wage-Hour Enforcement Amendment Act of 2000 (D.C. Law 13-245) This legislation was enacted in order to enhance minimum wage protection for individuals working in the District. It provides the department with the authority to impose fines in the amount of \$300 \$500 on employers who violate minimum wage laws.
- The Unemployment Compensation Administration Enhancement Act of 2000 (D.C. Law 13-270) The major purpose of this legislation was to improve the efficiency of the unemployment compensation program through automated systems upgrades. It authorizes the department to access a portion of the surplus interest account funds for automation improvement initiatives. It also authorized domestic/household employers to pay unemployment compensation taxes annually.
- The 51 Percent District Residents New Hires Amendment Act of 2001 (D.C. Law 14-74) This legislation was enacted in order to increase employment opportunities for District residents. It modified the First Source Employment Law by authorizing the imposition of penalties based upon the total labor costs on District government contracts in cases in which contractors demonstrated an absence of "good faith" efforts to hire 51% District residents.
- "The Unemployment Compensation Emergency Amendment Act of 2001," and the "The Unemployment Compensation Terrorist Response Temporary Amendment Act of 2001" were the department's immediate response to those individuals affected by the terrorist attacks of September 11, 2001.

The temporary closing of Reagan National Airport negatively impacted the transportation, tourism, hospitality, and associated industries in the District of Columbia. The expansion of benefits in the emergency and temporary legislation applies to unemployment claims filed on or after the week of September 9, 2001, sun-setting March 9, 2002. These amendments eliminate the waiting week for the payment of unemployment compensation benefits; increase the wage replacement for claimants from 50% to 75%; increase the maximum weekly benefits amount from \$309 to \$359 a week; exempt unemployment compensation benefits from DC taxable income for CY 2001 and 2002; and leave the current tax table V in place for CY 2002 to provide for sufficient revenue to implement the benefit changes.

The department, with Mayor Williams' leadership, took these proactive steps to ensure that individuals who lost their jobs as a result of the events of September 11, 2001, could restore some level of stability and security to their lives and their families.

Using Local and National Labor Market Information to Better Educate the Public

ne of the basic principles of the Workforce Investment Act (WIA) is that an effective system of workforce development services must include convenient access to current and accurate labor market information delivered in a customer-friendly, easy-to-use format. In FY 2001, the department's Office of Labor Market Information (OLMI) made progress toward this WIA goal by improving its technological capacity. It incorporated the new LMI Web Tools Analyzer component, an advanced Internet application specifically designed for displaying and analyzing demographic, economic, and labor market information on the World Wide Web. Among other capabilities, this component provides Internet and Intranet-based access to all data stored in the standard structure of America's Labor Market Information System (ALMIS). Other accomplishments of OLMI this past year include:

- In October, OLMI sponsored its first Labor Market Information User's Forum. The purpose of the forum, in line with WIA mandates, was to provide an opportunity for a diverse audience to share labor market information and hear from expert presenters on current issues. Attending the forum were members of the District's Workforce Investment Council, U.S. Department of Labor regional representatives, employers, and individuals representing non-profit and community-based organizations, schools and universities, and departmental partner organizations. Highlights of the forum were presentations by Dr. Stephen Fuller of George Mason University, who spoke on Washington Metropolitan Labor Trends, and Dr. Ray Whitman of Job Trends Associates, who spoke on the Labor Market Impact on the District of Columbia as a Result of the September 11th Events.
- OLMI improved the quality and readability of its monthly publication, "Labor Market and Economic Trends: A Snapshot." This timely publication provides a wide-range of readers with a summary of the latest available information on labor market conditions in the District of Columbia, the surrounding metropolitan area, and, when applicable, the nation as a whole. The brochure includes information on the labor force, unemployment rates, wage and salary data, high-demand occupations, average hours and earnings, initial Unemployment Insurance claims, the consumer price index, and other important topics.
- OLMI also enhanced its quarterly publication, "Labor Market Trends."

 This in-depth publication provides detailed statistics and analysis of labor market indicators such as labor force composition and dynamics, unemployment rates, employment by industrial sectors, hours and earnings, Unemployment Insurance claims, and the consumer price index, among others. Each issue includes a special article on a labor market topic of current interest and a glossary of terms that makes technical labor market subjects easier to understand by the lay reader.



The Office of Labor Market Research and Information gives analysts and policy-makers information about the labor market that allows business leaders to make successful hiring decisions.

Teresita Teensma Labor Economist

Strengthening Services Offered to Young Adults Through Comprehensive Youth Programming

Throughout his tenure, Mayor Williams has established as one of his highest priorities the expansion and improvement of effective services to District youth. In recognition of the centrality of youth progress and development to the emergence of the District of Columbia as a leader in the 21st Century, all city government agencies and a wide array of private organizations have entered into a compact with the Mayor, promising a commitment to providing a coordinated and comprehensive service delivery system for youth. As one of the vanguard agencies in this publicprivate partnership, this department has reorganized and revitalized its youth services system. The two major initiatives to come out of this system redesign are the Passport-to-Work program and the Youth Investment Strategy component.

PASSPORT-TO-WORK

The vision of the *Passport-to-Work* program is to prepare District youth to successfully enter the 21st Century labor market by providing them with a continuum of innovative, year-around services. Passport-to-Work consists of three primary components: the summer program which provides temporary employment opportunities through its subsidized SummerWorks program and its private and federal sector initiatives; the in-school program which provides paid employability training, academic enrichment activities, and leadership development (through the Mayor's Youth Leadership Institute) during the school year; and the out-of-school program which provides subsidized employment and vocational training

to youth who are no longer enrolled in school.

In FY 2001, Summer Works provided subsidized employment to more than 4,800 youth, ages 14-21. An additional 772 youth profited from job opportunities developed through our private and federal sector initiatives. Our private and public sector partners demonstrated their commitment to District youth by donating more than \$132,000 to support youth summer employment, including a \$53,000 donation from Verizon, a \$52,000 donation from the **Alcohol Prevention Resources** Administration, and a \$26,000 donation from Domestic Financial Services. Other partners such as McDonalds; Wilmer, Cutler, and Pickering; and the Departments of Agriculture, State, and Defense made significant contributions to the success of SummerWorks 2001, as well.

Our in-school and out-of-school components also developed and implemented several important service initiatives during FY 2001. Among these were:

■ The Mayor's Youth Leadership Institute collaborated with the Youth Opportunity Centers, established under the Youth Opportunity Grant, to create and produce a youth-oriented radio program, "Youth Invasion." This topical program addressed such subjects as substance abuse among teens, parent-teen relationships, and current events. It featured guest appearances by notable community

leaders, listener call-ins, and news reports. The initiative gave participants an opportunity to learn basic broadcasting skills and develop an interest in pursuing this field as a career.

■ The Friends of Carter Barron implemented a program based on the interrelationship between academics and drama. It featured instruction in the areas of videography, scenographics, costume design, and dance. In addition to providing academic reinforcement activities, it gave participants an opportunity to

explore the arts as a career option.

- The Opportunities Industrialization Centers (OIC) operated a
 program providing career exploration experiences in web design
 and radio broadcasting. Instruction in these career areas was
 supported by academic enrichment activities to bolster participants' basic literacy skills and to
 offer them encouragement to stay
 in school.
- FutureNet Solutions established a program to train youth in use of the Internet and web page development. This program sought to improve the work maturity skills, competency, and academic achievement of at-risk youth. Both WRC Television News and the Washington Post reported on the successes of this program, and it received recognition as an outstanding workforce development program from the D.C. Workforce Investment Council.

(continued on page 16)

DOES Annual Report Page 15

Strengthening Services Offered to Young Adults Through Comprehensive Youth Programming-continued from page 15

■ The *Passport-to-Work* program completely transformed its payroll system by becoming the first youth program in the nation to implement an Electronic Benefits Transfer (EBT) system. Independent accounts were established for participants who were issued their own personal debit cards. These cards could then be used at ATMs or point-of-sale retail stores to access funds in their accounts. Training was provided to participants to use the system correctly and a toll-free customer support number was available. The EBT system greatly diminished potential risk of fraud and abuse while providing a cost-effective and convenient payment system for both the participants and the department.

YOUTH INVESTMENT STRATEGY

In 1998, the key stakeholders in the District's youth workforce development community came together to create a new Youth Investment Strategy. This collaborative effort produced a blueprint for the development of specific youth-oriented programs, based on a new career preparation paradigm. With a clear understanding that today's youth must prepare to compete in a technologically-advanced, global economy, a Career Pathways paradigm was constructed. Career Pathways is characterized by a system of coordinated supports and services aimed at integrating learning and the world of work; work experiences, internships, and broad career exposure for all young people; on-the-ground involvement of the business and labor

sectors in career preparation programs, services, and activities; and convenient, electronic access to a wide-spectrum of information about the labor market, post-secondary education, and technical training and employment opportunities. In 1998, the District received a \$9.6 million grant from the Departments of Education and Labor to develop and implement this revolutionary strategy.

In 2000, the District added a major element to its Youth Investment Strategy by seeking and winning a \$32 million Youth Opportunity Grant from the Department of Labor. In FY 2001, the department fully implemented its Youth Opportunity Grant (YOG) Program. The purpose of this program is to provide intensive workforce preparation services to primarily out-of-school youth residing in specifically targeted neighborhoods characterized by high poverty rates, high crime rates, and an absence of economic development. The expected outcomes of this investment are increased rates of employment, high school graduation, and enrollment in post-secondary educational institutions.

The YOG Program is administered by the department and services are delivered through six community-based partner organizations: the Action to Rehabilitate Community Housing (ARCH) Training Center, the Latin American Youth Center (LAYC), the United Planning Organization (UPO), Friendship House, Covenant House of Washington, D.C., and D.C. Link & Learn. These organizations are responsible for aggressive recruitment of potential

participants in designated areas of the District, eligibility determination and program intake, orientation to the structure and objectives of the program, and program enrollment.

The partners are also responsible for providing an integrated, comprehensive system of services and activities to participants including life-skills training, job skills training, GED preparation, basic education and literacy training, English-as-a-Second-Language (ESL) instruction, job coaching and mentoring, internships, peer-support groups, cultural and recreational activities, job search and job placement assistance, and job retention and follow-up services for two years after program completion. This comprehensive menu of services and activities is coordinated and integrated through a professional case management system and a state-of-theart management information system.

In addition to our service-delivery partnership network, the *YOG*Program administrators have also brought in partners to provide innovative programs and initiatives to advance participant career development. Our program partners include:

■ The Fire and Emergency Medical Service (EMS) Cadet Training Program, under the auspices of the D.C. Fire Department, provides training and instruction to those qualified youth who wish to pursue a career in the fire and emergency medical services field. Graduates are certified Firefighters or EMS Technicians and enter employment with the D.C. Fire Department.

(continued on page 17)

Strengthening Services Offered to Young Adults Through Comprehensive Youth Programming—continued from page 16

- The Urban Leadership Academy, operated by the Community Equity Empowerment Partnership (CEEP) at Ballou High School, seeks to foster leadership qualities in at-risk youth, as well as providing technological training to participants.
- The department is developing an initiative in partnership with D.C.
 Cable Television (Channel 16) to produce a youth-oriented public affairs program called "Keeping It Real." The production of this
- program will provide hands-on experience and training in broadcast media occupations to participants.
- The Nation Council of Negro Women has designed and implemented a program which will provide mentors and leadership development training to youth associates.

The District's *Youth Investment*Strategy is not a static concept.

Stakeholders, acting through the Youth Investment Council and the

School-to-Careers Governing
Council, are continuing their efforts
to develop and implement effective
tactics to reach the youth workforce
development goals established by
Mayor Williams. We believe that this
solid partnership, composed of
representatives from government,
business, labor, the educational
community, grass-roots activists, and
national association leaders, will
result in a dynamic and reformed
youth workforce development system.



This program has been a blessing—it gives young people the support and guidance they need to become future employees and leaders.

Johnette Wilson *Washington Hospital Center*

Enhanced Services to Customers of the Unemployment Compensation System

One of the nation's most venerable social safety-net programs, the Unemployment Compensation system was established as one of the primary elements of President Franklin D. Roosevelt's depression-era New Deal program. The program provides temporary income support to workers who lose their jobs through no fault of their own and is funded by a payroll tax on employers. During FY 2001, the department undertook several important initiatives to improve the efficiency of the District's Unemployment Compensation program.

- Internet Check Inquiry The District became only the third state in the nation to implement check inquiry via the Internet, following Indiana and Georgia. Developed by On Point Technology, Inc., this system allows claimants to access a screen on our Virtual One-Stop web site utilizing a password provided by the department. Claimants are then able to electronically check the status of the last four weeks of claimed Unemployment Compensation benefits. Claimants are able to determine the date and amount of the check and an explanation of any reduction in weekly benefit amounts. If there was any non-payment week, the reason for non-payment is indicated. Information is also provided regarding remaining benefits.
- Automation Grant In August 2001, the department received an automation grant totaling almost \$500,000 from the Department of Labor for the purpose of developing and implementing the capacity for claimants to file initial claims via the Internet. When fully implemented in June of 2002, claimants will no longer be required to report to a departmental facility in person to file claims. Instead, they will be afforded the convenience of Internet claim filing twenty-four hours a day, seven days a week.
- Annual Filing by Household Employers - In December of 2000, the District adopted legislation which authorizes household employers to file and pay their Unemployment Compensation taxes on an annual instead of a quarterly basis. This option will be available beginning in calendar year 2002, with the annual tax payment for that year due by April 15, 2003. The implementation of this legislative initiative will simplify the tax system for these employers and bring it into line with the current annual filing of federal unemployment taxes.

Recognition of ... Quality Customer Service

- The first annual Workforce "Rising Star" Awards Program was held to acknowledge Washington-area organizations and individuals for meritorious service in the workforce development arena. Twelve awards were presented, honoring non-profit and public organizations, job seekers and training participants, and departmental employees. Additionally, five Director's Awards were presented to businesses and individuals who provided significant support to the department in calendar year 2000. Providing sponsorship and resources for the "Rising Star" program were the Xerox Corporation, the OAO Corporation, Sky Universal, CVS, SAIC, KPMG, and the Washington Sports and Entertainment/MCI Center.
- The first Customer Service Awards Program for departmental staff was held this year. Employees who had been individually commended in writing by departmental customers were honored. All 88 employees who were recognized were awarded certificates and a "Star Performer" lapel pin.

The department has been selected as finalist in one category and nominated in another for the 2000 State Employment Security Agencies National Customer Service Awards. DOES is a 2000 finalist for the Compass Award in the *Architect of Change* category and a nominee for the Pyramid Prize.

Strategically Planning for the Future

During FY 2001, staff from the department was actively involved in both the agency and citywide strategic planning processes for FY 2002-2004. This entailed establishing performance goals and objectives which reflect attention to specific citizen input obtained from Mayor Williams' Citizen Summits, town hall meetings, and other neighborhood forums. The feedback from residents living in all wards of the city pointed to a desire for increased access to employment, training, and educational services/resources as well as enhanced marketing of employer incentives and enforcement of hiring requirements that will serve to attract businesses to the city and encourage the employment of residents.

With a team comprised of agency staff, senior managers, the Local 1000 Executive Board, the D.C. Workforce Investment Council, and other public/private sector stakeholders, we worked collaboratively to refine our mission and vision statements, evaluate our existing performance outcomes, establish new and enhanced goals, and commit to initiatives that address the real workforce needs of the local citizenry. While we were successful in developing a comprehensive blueprint for the department, we recognize that our FY 2002-2004 Strategic Plan is a living document that will be continually refined and improved over the next two years and into the future.

"Employing People . . . Securing Futures"

SUMMARY OF 2001 PERFORMANCE

Performance Measures	FY 2000	FY 2001
Number of Youth Placed in Summer Jobs*	7,704	5,752*
Number of Youth Placed in Year-Round Internships and Work Experiences	695	1,073
Number of TANF/Welfare-to-Work Recipients Placed in Unsubsidized Employment	243	309
Number of TANF/Welfare-to-Work Participants Placed in Subsidized or Transitional Employment	445	561
Number of Residents Placed in Pre-Apprenticeship and Step-Up Programs	101	116
Percentage of DOES Registered Customers Placed in Jobs	17%	19%
Number of Customers Accessing Services Through the Agency's One-Stop Career Center System	**	82,036
Number of Residents Placed as a Result of First Source Agreements	1,940	2,302
Number of Residents Placed in Private Sector Unsubsidized Jobs	2,238	3,657

^{*}The reduction in the number of youth placed in summer jobs in FY 2001 resulted from a significant decrease in available funding.

^{**}The mechanism for capturing this information, the Virtual One-Stop (VOS) system, was not operational in FY 2000.